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MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Head of E Career Service

FROM: James N. Glerum
Director of Personnel

SUBJECT: Incentive Awards for SIS Members

1. The granting of performance bonuses and incentive awards to senior executives of the government continues to be a subject that is receiving close scrutiny. In addition to the number and percentage restrictions on performance bonuses and rank awards, we have also received guidance on the granting of incentive awards for our SIS members which is being brought to your attention for consideration as appropriate.

2. Agency regulations provide for two types of incentive awards--the Exceptional Accomplishment Award and the Special Achievement Award. Each results in the payment of cash to the recipient. The Exceptional Accomplishment Award recognizes a one-time task exceeding normal expectations of accomplishment. The Special Achievement Award is based directly on the Performance Appraisal Report and is given in recognition of the special achievement of sustained superior performance exceeding job requirements for a period of at least six consecutive months.

3. In the case of senior executives there is Congressional concern that some organizations might use incentive awards to circumvent limitations on the number and distribution for performance bonuses and rank awards. Therefore, I ask that you give particular attention to the consideration and endorsement of incentive awards for SIS members. The granting of a Special Achievement Award to an SIS member is clearly contrary to Congressional intent since it recognizes sustained superior performance--the same basis on which bonus and rank awards are determined. On the other hand, using incentive awards to recognize a specific one-time accomplishment (our Exceptional Accomplishment Award) is appropriate for SIS members. We must assure ourselves, however, that any recommendation for an SIS Exceptional Accomplishment Award is clearly a specific one-time accomplishment, as opposed to sustained performance, and that it is significantly outside or unusually beyond the expected normal performance of the individual.

4. While we want to use every appropriate means to recognize outstanding performance and stimulate creativity and superior management, this must be done within established constraints.

/s/ James N. Glerum

James N. Glerum

cc: Director, Intelligence Community Staff

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